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23 March 1984

MEMORANDUM FOR: The Record

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FROM: [REDACTED]  
Operations Support BranchSUBJECT: Career Opportunity Memorandum From EO/DDA dtd  
20 March 1984

1. At the request of DDP&M, the undersigned solicited the thoughts and opinions, in a random fashion, of women professionals in the Office of Security concerning the above subject. These suggestions represent a consensus of the thoughts of that group

25X1

2. It was explained to the attendees that this requirement had been levied on 21 March 1984 and had to be submitted to P&PG by Friday, 23 March 1984. All of the attendees would have liked more time to consider the matter. However, that aside, these were the suggestions that were made and were agreed to as appropriate steps that could be taken for people in the Office of Security. We did not hope to address the Agency as a whole since few of us have had experience outside the Office of Security. We felt that if we addressed the situation as we saw it in the Office of Security and made suggestions based on those observations, that the suggestions might be massaged into a broader view by P&PG. It should also be noted that, with the exception of the obvious suggestions that are geared only toward women, the majority of these suggestions would be applied across the boards to males and females who have been identified as potential managers for the Office of Security.

Since over half of the Office of Security has less than five years experience, it is understandable that there is a lack of experience at the GS-12 and 13 level. It is recommended that, as potential managers approach or reach the GS-13 level, to ensure that they become a well-rounded generalist, a rotational tour might be an answer to giving them additional experience. These rotational tours might be conducted much like the Presidential Management Intern Program is conducted where individuals in a two-year period might be exposed to critical PSI, PTAS, or P&M disciplines which they may lack without being assigned to a specific tour of duty in any one of the disciplines.

25X1

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° In order to understand the management function, any individual who is identified as a potential manager should have early exposure to management techniques and procedures. Accordingly, these careerists should be assigned to professional panels at the earliest possible time in their careers. An individual does not have to be a senior manager to sit on a panel of a junior-graded officer.

° Individuals should be selected for the Mid-Career Course after they achieve a 12 or 13 position based not only on their past performance, but also on their potential to the Office of Security and not solely on date of grade or seniority.

° In order to groom women for future management positions, it is essential that they be placed in some of the already-existing GS-13 management positions such as HSB and the Clearance Division. Since the hiring of well-qualified women is and has been a priority of the Office of Security, there should be female representation on whatever hiring committee is in existence at a given time.

° Potential managers should be assigned to the CT Course given to the DDA.

° Outside courses directed at women in management and for women who are potential managers abound. The Office of Security should identify and approve a pool of such courses and sponsor women to attend these courses.

° Women might be given management experience based on their potential and not exclusively on present or past performance or experience level.

° With overseas positions increasing, qualified women should be selected for those positions to gain invaluable overseas experience.

° The obvious - women must be put in feeder lines before they are ever eligible for SIS positions.

° To identify where women are in relation to management roles, statistics should be compiled for OS Management which indicate:

A. The percentage of women in the Office of Security,

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B. The percentage of women in the various grade levels from 7 to 13,

C. The percentage of women in the various disciplines in the Office of Security, and

D. The percentage of women in management positions or related management functions such as career panels, SORT, etc.

These statistics would identify areas where women might well be placed and would give a blue print for future placements.

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3. These suggestions are submitted with the thought that they may create a continuing dialogue. Whether or not any of the thoughts are implemented, we appreciated the opportunity to offer our suggestions.

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1 - OSB Chrono

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